

2016 ANNUAL YEAR END REPORT

MINORITY, WOMEN,
SMALL BUSINESS ENTERPRISE



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CHARLOTTE.



***"Coming together is a beginning; keeping together is progress;
working together is success." – Henry Ford***

The City of Charlotte is fully committed to expanding contracting diversity and business inclusion opportunities that support a robust and inclusive economy. Anchored in the support of our Mayor and City Council, the Charlotte Business INclusion (CBI) Program continues to exemplify these efforts by promoting diversity, inclusion, and local business opportunities for Minority, Women and Small Business Enterprise (MWSBE) owned firms through strategic outreach, communication and compliance initiatives.

The CBI Program is built on five strategic pillars – Financial Spend, Customer Service, Internal Operational Efficiency, Organizational Capacity and Community Impact. Each of these pillars provides the strength and support throughout the organization to create a business climate that advances opportunities for MWSBEs.

In FY2016 the CBI Program achieved some impressive milestones including:

- Record spending with certified MWSBEs totaling \$41,048,305;
- CBI Policy amendments focused on increasing the capacity of MWSBEs and the pool of available certified MWSBE firms;
- Funding approval for a MWBE Disparity Study to assess whether MWBEs have faced barriers in the city's contracting and procurement process;
- Delivery of innovative initiatives focused on growing the capacity of our MWSBEs, such as one-on-one job estimating and blueprint reading assistance, and learning sessions presented in Spanish on "How to Do Business with the City;"
- Launch of Annual MWBE Stakeholder Survey to receive authentic feedback that will be utilized in the development of future CBI strategic initiatives.

We hope you enjoy this annual report and thank you for your continued commitment, collaboration, and partnership. By working together we can accomplish our collective mission of increasing MWSBEs wealth and capacity.

Sincerely,

Nancy Rosado
Charlotte Business INclusion Manager

Randy Harrington
Chief Financial Officer
Director of Management & Financial Services



Charlotte Business INClusion *is Open for Business*

Business is booming in Charlotte, and the Queen city's community plays a critical part of the city's economic infrastructure. The contributions of minority entrepreneurs and small businesses is undeniable. These businesses provide much-needed innovation, essential services, family sustaining jobs and training for thousands of local employees.

In April 2013, the City of Charlotte adopted the Charlotte Business INClusion (CBI) Policy to promote diversity, inclusion and local business opportunities in the city's contracting and procurement process for Minority, Women Small Business Enterprises (MWSBEs) in the Charlotte region. City Council's adoption of the CBI Policy provides equal opportunities to Charlotte businesses and helps address the effects of marketplace discrimination that affect the participation of minority and women-owned firms in city contracts.

The City of Charlotte is fully committed to using its spending powers in a manner that promotes a robust and inclusive economy that utilizes all segments of its business population, regardless of race or gender.

Citywide department MWSBE spending goals are established annually. The CBI Office also works in partnership with city departments to establish project-specific subcontracting goals on contracts, both for city-funded projects and public-private projects.

For more information about Charlotte Business INClusion, please visit www.CharlotteBusinessInclusion.com or call (704) 336-4137.

The CBI Program is a goals-based, good faith efforts program focused on:



Financial Spend



Customer Service



Internal Operational Efficiency



Organizational Capacity



Community Economic Impact

CHANGE IS GOOD

City Council Approves Changes to CBI Policy

Based on feedback from the community, in July of 2016 City Council approved the following amendments to the CBI Policy:

MWSBE Subcontracting

City certified MWSBE Primes can now count the work they will perform on a contract toward established MWSBE subcontracting goals within the following thresholds:

- CONSTRUCTION CONTRACTS UNDER \$500,000
- SERVICE CONTRACTS UNDER \$200,000

Geographic Eligibility

MWSBE firms with an office (physical location, not a post office box) in the Charlotte-Gastonia-Salisbury Combined Statistical Area (CSA) are now eligible to participate in the CBI program. For more information on the CBI Program's geographic eligibility requirements visit www.CharlotteBusinessInclusion.com and click on the link for Frequently Asked Questions (FAQ).

Small Business Enterprise Certification

Newly established businesses can now get certified with the city as a Small Business Enterprise (SBE) and begin taking advantage of all the city's SBE certification benefits.



Dakota Contracting Company is a local, Native American owned Minority, Small, Disadvantaged Business Enterprise (MSDBE) that specializes in the construction fields of highway, utilities and commercial building.

Dakota is licensed as an unclassified & unlimited general contractor in North and South Carolina, and has been serving the Charlotte and surrounding areas for over 30 years .

Dakota has performed on a number of city projects as both a prime and subcontractor including the elevated roadway at Charlotte Douglas International Airport and bus terminal improvements with Charlotte Area Transit System. In FY16, Dakota was awarded over \$600,000 in city contracts.



Congratulations to Charlotte's Award-Winning Entrepreneurs and Organizations

In May 2016, four local businesses and two organizations were honored at the Fifth Annual Charlotte-Mecklenburg Crowns of Enterprise Awards Ceremony. Hosted by the City of Charlotte and Mecklenburg County, the ceremony is one of Charlotte's premier events taking place during Small Business Month. All of the businesses receiving awards were recognized for demonstrating exemplary leadership and sound business strategies.



MANUEL ZAPATA

Minority Business Enterprise of the Year



Zapata is a full-service architecture-engineering (A-E) and field services firm providing comprehensive and sustainable A-E design; construction management; transportation; environmental compliance and cleanup; geophysics; and turnkey military munitions response services. Zapata has successfully serviced clients all over the world.



NAOMI REALE

Woman Business Enterprise of the Year



Servicing North and South Carolina, Sisco Fire & Safety focuses on building a professional team and differentiating the firm in the fire safety inspection and maintenance industries through education, certification and technology. In an industry where customers manage a variety of service professionals to complete fire safety inspections, Sisco has offered a unique perspective by bundling its services.



SHANE NAULT

Small Business Enterprise of the Year



Building EnergetiCx is an independent commissioning firm in Charlotte that has successfully served more than 170 projects since 2011. Building EnergetiCx specializes in: commissioning, energy and facility assessments, building energy simulation, ENERGY STAR, net zero energy buildings, LEED consulting and sustainable design.



MARVIN REYES

Rising Star of the Year



Starlight Painting Contractors has serviced the Charlotte area since 2004 and has expanded to Virginia, South Carolina, Georgia and Florida. The company specializes in decorating, aluminum siding painting, residential specialty painting, working with alkyd resin paint and domestic exterior priming working with oil-based paint.



STEPHANE BERWALD

Diversity Advocate of the Year



The oldest existing association of its kind, MMCA is a 23-year-old construction trade association founded by a group of experienced business owners looking to provide opportunities and support to minority businesses in the field of construction. Support services include: contract opportunities, training, advertising, education, charitable events, conferences, workshops and tackling legislative issues.



STEVE KECKEIS



SONYA WALTON

Prime Contractor of the Year



Messer was founded in 1932, and specializes in managing, developing and performing complex construction in: health care, higher education, industrial, life sciences, commercial, public and institutional and senior living. Supplier diversity is a key component of their business plan and is critical to the economic vitality of the diverse communities and customers they serve.

CBI Community Impacts

CBI is constantly striving for excellence. In FY2016 CBI announced several new programs, initiatives and engagement opportunities to develop and grow Charlotte MWSBEs, and nurture a business climate that supports businesses and advances opportunities for all.

JOB ESTIMATING EDUCATION

Providing educational opportunities for registered Minority, Women, Small Business Enterprises (MWSBEs) is one of the key community economic impact objectives of Charlotte Business INclusion. In FY2016 CBI partnered to host job estimating and blueprint-reading workshops. The feedback from the community has been extremely positive, and plans are underway to expand the initiative in FY2017.



SITE VISIT OUTREACH

The CBI Office is committed to being an exceptional partner in building and sustaining a great community. To support efforts in monitoring MWSBE contract commitments on construction projects, the CBI Office kicked off a site visit initiative. The strategy is paying off, resulting in stronger relationships between CBI, MWSBEs, and primes, and has further reinforced CBI's commitment to servicing our community from contract bid to job completion.

MWSBE STAKEHOLDER SURVEY

In the spring of 2016, CBI launched a stakeholder survey for the purpose of receiving authentic feedback from local businesses on the Charlotte Business INclusion program.

The benchmark survey asked key questions related to:

Overall Satisfaction with the CBI Program
Education and Development Offerings
MWSBE Certification
Access to Capital
Bidding and Contracting

The feedback will be utilized by the Charlotte Business INclusion Office to develop strategic initiatives that meet the needs of our Minority, Women, Small Business Enterprises.

SPANISH-SPEAKING WORKSHOPS

Throughout 2016 CBI team members participated in a series of workshops to provide information and access to Charlotte's Spanish-speaking community on "How to do Business with the city." The initiative was supported by Mayor Jennifer Roberts who greeted the audience in Spanish during one of the 2016 sessions.

JANITORIAL SERVICES CONTRACT

In FY2016 the CBI Office and Procurement Services partnered on the solicitation and award of a citywide janitorial services contract with estimated annual expenditures of \$1.5M. Recognizing the opportunities for MWSBE participation on the contract the city conducted extensive outreach and education to interested vendors regarding prime and subcontracting opportunities. City staff's efforts paid off with City Council awarding 70% of estimated contract dollars to MWSBEs at both the prime and subcontractor level.

CBI NEWSLETTER

Each month, CBI publishes a newsletter to the MWSBE community, partner associations, chambers of commerce and internal city departments. The purpose of the newsletter is to provide information relative to CBI activities, upcoming projects, updates on outreach events and to share a list of newly certified MWSBE firms. In addition, the newsletter spotlights one MWSBE to promote their services. If you do not currently receive a copy of the newsletter and would like to, please call a CBI representative at 704-336-4137.



YOUR OPINION MATTERS
2016 Stakeholder Survey

The 2016 CBI Stakeholder Survey is your opportunity to provide feedback on the Charlotte Business Inclusion program. The benchmark survey asks key questions related to:

- Certification Process
- Access to capital
- Bidding and contracting
- Education and development offerings
- Overall satisfaction with the CBI Program

Please click [here](#) to take the survey.

Good Faith Effort

On March 24, 2016 at the North Carolina State Construction conference held in Raleigh, the North Carolina Department of Administration Office for Historically Underutilized Businesses (NC-HUB) presented CBI with the Good Faith Effort Award in the Professional Services/Construction Industry.

This award is presented to a firm or agency (public or private) that has demonstrated "Good Faith Effort" in their support of HUB and minority/women business enterprise programs and firms.

CBI's outstanding efforts in fostering utilization and growth of HUB firms stood out and were acknowledged this year. Nancy Rosado was in attendance at the 35th Annual Conference and accepted the award on behalf of Charlotte Business Inclusion.

Women's Business Center

On March 30, 2016, The Institute of Economic Development was selected by the Office of Women's Business Ownership and the U.S. Small Business Administration to operate and host a Women's Business Center in Charlotte. This award represents the second Women's Business Center program managed by The Institute, which is designed to assist women business owners with training, technical skills and leadership development programs to support business growth.

The location of a Women's Business Center in Charlotte provides a unique opportunity for the City to further its commitment of facilitating the growth and development of Small Businesses, inclusive of Women and Minority-owned small businesses. Award of this grant will be a complementary tool to several of the City's existing women businesses and programs, and could greatly assist small businesses in some of the City's most distressed business corridors and neighborhoods.

Over the next few weeks, staff will work with The Institute of Economic Development's staff to determine potential partnership opportunities within existing financial and in-kind City resource allocations.

www.CharlotteBusinessInclusion.com
704-336-4137
600 East Fourth Street
Charlotte, NC 28202

CHARLOTTE
MANAGEMENT & FINANCIAL SERVICES

Green's Commercial Cleaning



Green's Commercial Cleaning is a regional janitorial services company with offices in both Charlotte and Wingate. The company has been in business for 13 years, specializing in full-service commercial cleaning in the federal, state, local and private sectors.

President Barry Green started his business in 2003 as a sub-contractor, working for Union County Services. Currently employing 175 people and certified as an MBE since 2005, Green's Commercial Cleaning has been successful in procuring work within military bases, federal aviation, county and city offices, private security offices and public/private universities.

In June 2016, Green's Commercial Cleaning won a \$2.4 million contract with the City of Charlotte to provide janitorial services in 36 city buildings.

RODGERS | Leeper

Growth Through Joint Ventures



RJ Leeper Construction is a full service construction management and general contracting firm that entered into its first joint venture in the early 90's through a relationship with Hugh McColl, who sponsored Leeper with then prime contractor FN Thompson to help with Bank of America construction projects. Since that first joint venture, RJ Leeper has gone on to build its capacity and growth with other joint venture partners on City of Charlotte projects including the Transportation Center with JE Jones and the Charlotte Fire Training Academy with Skanska. Most recently, RJ Leeper entered into a

joint venture with Rodgers Builders on such notable projects as: BB&T Ballpark, a 10,000 seat baseball stadium in uptown Charlotte (pictured above); the City's Joint Communication Center, a \$53M Construction Manager at Risk project; and the \$18M renovation of the Time Warner Arena (now the Spectrum Center). President and owner Ron J. Leeper believes the success of a joint venture, such as the one with Rodgers, is due largely to having a partner that cares about your business growth and sustainability and one that allows employees to participate in training sessions.



Access to Capital

Access to capital is essential for operating a business. That is why in 2003, the City of Charlotte partnered with corporations and foundations to establish the Charlotte Community Capital Fund, which provides loan guarantees to support equipment and inventory purchases and working capital needs.

In FY2016 the Charlotte Community Capital Fund made a total of twelve (12) loans to small businesses totaling \$560,200.

Another innovative loan program implemented by the city in 2012 is the Small Business Mobilization Loan Program (SBMLP), which provides City of Charlotte certified Small Business Enterprises (SBEs) access to short term, low rate financing to support their temporary working capital needs as they participate on city projects.

In FY2016 the SBMLP provided two (2) loans totaling \$85,000 to SBEs in support of payroll and the purchase of inventory.

Dream Builders Construction Company



Lonnie Lawson has 25 years of building experience and owns Dream Builders Construction Company. His organization services residential and light commercial customers in North and South Carolina. Dream Builders handles anything from remodels and renovations to new construction.

Lawson's small business currently has five employees and in 2014 was on a project that needed some working capital. When traditional banking channels were unsuccessful, he approached the Carolina Small Business Development Fund, which helped Lonnie acquire a loan through the utilization of the Charlotte Community Capital Fund.



Charlotte-Douglas®
INTERNATIONAL AIRPORT

Disadvantaged Business Enterprises

Charlotte Douglas International Airport (CLT) provides service to more than 150 destinations throughout the world and averages 700 daily departures. In 2015, CLT welcomed 44.9 million passengers and became 9th nationwide and 27th worldwide in passenger rankings, according to Airports Council International. As the second largest hub for American Airlines, the world's largest airline, CLT is the fifth busiest airport nationwide and sixth busiest airport worldwide overseeing 543,944 aircraft movements in 2015.

Charlotte Douglas continues serving as an economic engine to the local region with a \$12 billion impact on the local economy and as a place of employment for 20,000 workers at and near the airport.

The work performed by Disadvantaged Business Enterprises (DBE) on federally funded projects is a critical component to the success of CLT. In FY16, CLT awarded \$5,915,839 (or 11% of total federal project dollars) to twenty (20) DBE firms.

FY16 TOTAL CONTRACTS AWARDED TO DBE FIRMS ON AIRPORT PROJECTS

African American Owned	\$1,207,790
Non-Minority Women Owned	\$465,034
Native American Owned	\$411,000
Other	\$675,495
Non-Minority Men Owned	\$3,156,520
TOTAL	\$5,915,839

Metro Landmarks



Established in 1997, Metro Landmarks is owned & operated by Lucia Zapata Griffith. Metro Landmarks is an architectural design and build company servicing the Charlotte region in commercial and residential projects.

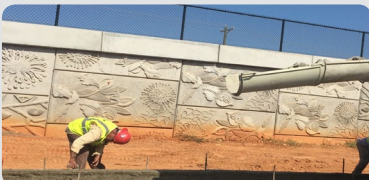
Engaged in the expansion and renovation of the Charlotte Douglas International Airport, the company has been involved in such projects as the JetBlue counter, break room for US Airways, foundation for the passenger bridge to the airport and several projects in Concourses A & E.



Disadvantaged Business Enterprises



Pavers, Walls, and Stamped Concrete (PWS) is a Hispanic owned DBE firm working on the CATS Blue Line Extension Project as a concrete flatwork sub-contractor for Lane Construction. With over 30 years of experience and led by owners Joaquim "Jack" Grancho & Edith Grancho, the PWS motto is, "There is absolutely no job too big nor too small for us." Over the past two fiscal years, PWS has performed more than \$3.6 million in concrete work, proving that indeed "no job is too big nor too small."



The Charlotte Area Transit System (CATS) is the largest transit system between Washington, D.C. and Atlanta, GA. Founded in 2000 after a successful public referendum in 1998 to fund future transit initiatives, CATS is the public transit department within the City of Charlotte.

CATS operates over 70 local, express, neighborhood, and regional express routes which include the LYNX Blue Line and the CityLYNX Gold Line Streetcar. Ridership on CATS services totaled more than 24 million in FY16. The transit fleet consists of 316 buses, 27 rail vehicles, 98 vanpools, and more than 80 paratransit vehicles.

CATS continues to advance its long-range transit plan, the 2030 Transit Corridor System Plan. Currently under construction, the LYNX Blue Line Extension will extend the current light rail service from 7th Street in Uptown Charlotte to the UNC Charlotte Campus. Once completed, this will provide an additional 9.4 miles of rapid transit service with 11 new light rail stations, 3 new parking decks, and other passenger amenities. Progress continues on the CityLYNX Gold Line Streetcar Phase II project, the LYNX Silver Line, and the Charlotte Gateway Station.

In Fiscal Year 2016, CATS secured over \$6 million in new contracting commitments to DBE certified firms on new Federal Transit Administration funded contracts. Included in those committed numbers, Charlotte City Council approved \$4.5 million in subcontracting commitments and \$1.5 million in direct contracting with DBE prime contractors.

FY16 TOTAL CONTRACTS AWARDED TO DBE FIRMS ON CATS PROJECTS	
African American Owned	\$3,183,438
Non-Minority Women Owned	\$1,731,336
Hispanic Owned	\$490,915
Native American Owned	\$565,732
Asian Owned	\$117,952
TOTAL	\$6,089,373

CBI Program Recognized by State of NC



On March 24, the North Carolina Department of Administration Office for Historically Underutilized Businesses (NCHUB) presented Charlotte Business INclusion (CBI) with the 2016 Good Faith Effort Award for the CBI Program's commitment and support of HUB and Minority Women Business Enterprise firms. CBI staff accepted the award during the 35th Annual North Carolina State Construction Conference.

City of Charlotte Conducts 2017 Disparity Study

Ensuring Equity in Government Contracting

The Opportunity:

Government spending on construction, goods, and services is a potential opportunity to advance economic inclusion, but municipalities often undercontract with businesses owned by people of color and women.

The Approach:

The City of Charlotte is dedicated to building a city that creates opportunity in a way that reflects the diversity of the community. Doing this requires that the city make the inclusion of minority and women-owned businesses a priority. With that in mind, the city has contracted BBC Research & Consulting (BBC) to conduct a disparity study to review the city's current contracting practices and policies and recommend best practices to ensure equity.

THE DISPARITY STUDY WILL:

- 1) **assess whether minority and women-owned businesses face any barriers as part of the city's contracting and procurement processes.**
- 2) **examine whether there are any disparities between:**
 - the percentage of contract dollars that the city spent with minority and women-owned businesses during the study period.
 - the percentage of contract dollars that minority and women-owned businesses might be expected to receive based on their availability to perform specific types and sizes of contracts.

Information from the study will help inform the city's continued implementation of the Charlotte Business INclusion (CBI) Program and help the city better encourage the participation of small businesses and minority and women-owned businesses.

If you have questions about the study, please email the BBC project team at charlottedisparitystudy@bbcresearch.com. Also, study-related updates are available on www.CharlotteBusinessInclusion.com

CITYWIDE DIRECT DISCRETIONARY SPEND WITH CITY CERTIFIED MWSBEs

In FY2016, the City's Economic Development & Global Competitiveness Focus Area Plan established a 12% aspirational spend target with City-certified MWSBEs. This represented a 2% increase over FY2015's 10% target. The established MWSBE Goal is based on tangible MWSBE spend opportunities, defined as those purchases and contracts where there was MWSBE availability in the City's vendor database and capacity to support the spending opportunity.

The table below highlights the City's total spend by department for the twelve month period beginning July 1, 2015 and ending on June 30, 2016. Total MWSBE Spend Opportunities for the reporting period stood at \$196,574,760 for the period. The City spending with 236 certified MWSBEs during the reporting period totaled \$41,048,305 or 20.88% of total MWSBE opportunity spending.

The City's FY2016 spending with certified MWSBEs of \$41,048,305 represents a \$13,929,911 or 51% increase over the same period in FY2015. A more in-depth analysis of the City's FY2016 MWSBE spending data is provided in Appendix A.

DEPARTMENT	TOTAL DISCRETIONARY SPEND ¹	TOTAL MWSBE OPPORTUNITIES ²	MWSBE SPEND (\$) ³	MWSBE SPEND (%) ⁴
Aviation	\$92,679,844	\$76,139,956	\$4,413,858	5.80%
Charlotte Area Transit System	\$27,703,230	\$7,532,157	\$771,592	10.24%
Charlotte Dept. of Transportation	\$16,750,294	\$16,207,393	\$3,103,299	19.15%
Charlotte Fire Department	\$7,781,618	\$2,821,394	\$251,151	8.90%
Charlotte-Mecklenburg Police Department	\$9,401,488	\$7,549,331	\$1,719,191	22.77%
Charlotte Water	\$76,196,433	\$27,566,055	\$13,767,299	49.91%
City Attorney's Office	\$3,880	\$3,448	\$974	28.26%
City Clerk's Office	\$1,172	\$1,172	\$424	36.16%
City Manager's Office	\$2,373,602	\$1,391,156	\$73,176	5.26%
Engineering & Property Management	\$42,812,875	\$32,745,342	\$13,618,334	41.59%
Human Resources	\$2,266,859	\$743,454	\$37,667	5.07%
Innovation & Technology	\$15,359,782	\$7,744,211	\$745,069	9.62%
Management & Financial Services	\$7,963,371	\$6,064,900	\$666,912	11.00%
Mayor's Office	\$61,675	\$58,338	\$23,212	39.79%
Neighborhood & Business Services	\$9,839,039	\$8,544,107	\$1,364,920	15.97%
Planning	\$267,085	\$194,718	\$168,806	86.69%
Solid Waste Services	\$3,930,783	\$1,267,628	\$322,421	25.43%
TOTAL	\$315,393,030	\$196,574,760	\$41,048,305	20.88%

¹Total Discretionary Spend reflects all direct Citywide expense and p-card transactions, with the exception of certain "Spend Exclusion" transactions, defined as those in which the City did not have full discretion in making the procurement (i.e. externally-funded projects; utility payments; payments to government entities; sole source contracts; vendor-exclusive warranties; and other similar non-discretionary type purchases). It does not reflect any subcontracting spend transactions.

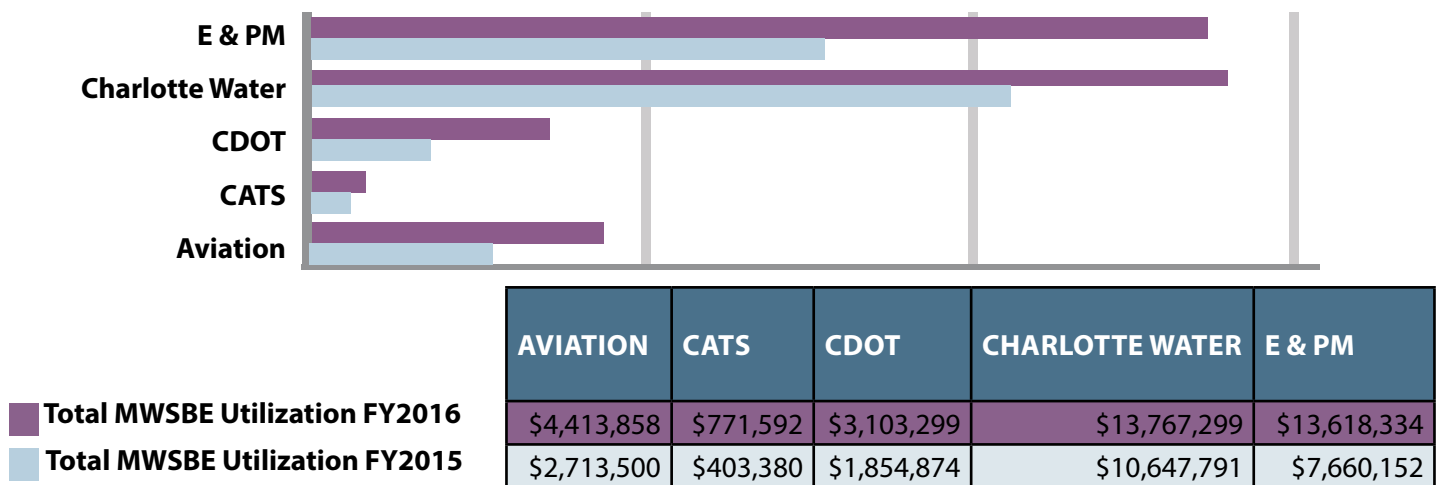
²Total MWSBE Opportunities reflects transactions with a tangible opportunity for MWSBEs to participate in the procurement process

³MWSBE Spend Utilization reflects the cumulative amounts spent with certified MWSBEs.

⁴Total MWSBE Spend % is the calculation of 'MWSBE Spend Utilization' / 'Total MWSBE Opportunity'.

COMPARISON OF MWSBE SPENDING IN FY2016 Vs FY2015

The chart below compares FY2016 MWSBE spending achievements over FY2015 by the top 5 spend departments. Engineering & Property Management experienced the largest increase in its utilization of MWSBEs during the review period with \$13,618,334 in FY2016 or 77.78% above FY2015's spending of \$7,660,152.



CITYWIDE DIRECT DISCRETIONARY SPEND WITH MINORITY AND WOMAN-OWNED BUSINESSES

Citywide direct discretionary spending in FY2016 totaled \$315,393,032. Of this amount, \$31,674,532 (10.04%) was spent with 463 minority and women-owned businesses that may or may not be certified with the City of Charlotte. The following table illustrates the City's performance as compared to target goals established in the City's 2011 Disparity Study. Greater analysis of this data is provided in Appendix A.

WORK CATEGORY	DISPARITY TARGET %	MINORITY/WOMAN TOTAL SPEND (%)	MINORITY/WOMAN TOTAL SPEND (\$)	TOTAL CITYWIDE DOLLARS SPENT (\$)
Architecture & Engineering	12.13%	8.29%	\$2,594,099	\$31,306,355
Construction ¹	27.47%	15.18%	\$8,356,677	\$55,064,129
Goods & Supplies ¹	11.78%	6.96%	\$3,218,050	\$46,217,817
Other Services	15.87%	9.08%	\$13,404,995	\$147,566,214
Professional Services	12.13%	11.64%	\$4,100,711	\$35,238,517
CITYWIDE TOTAL		10.04%	\$31,674,532	\$315,393,032

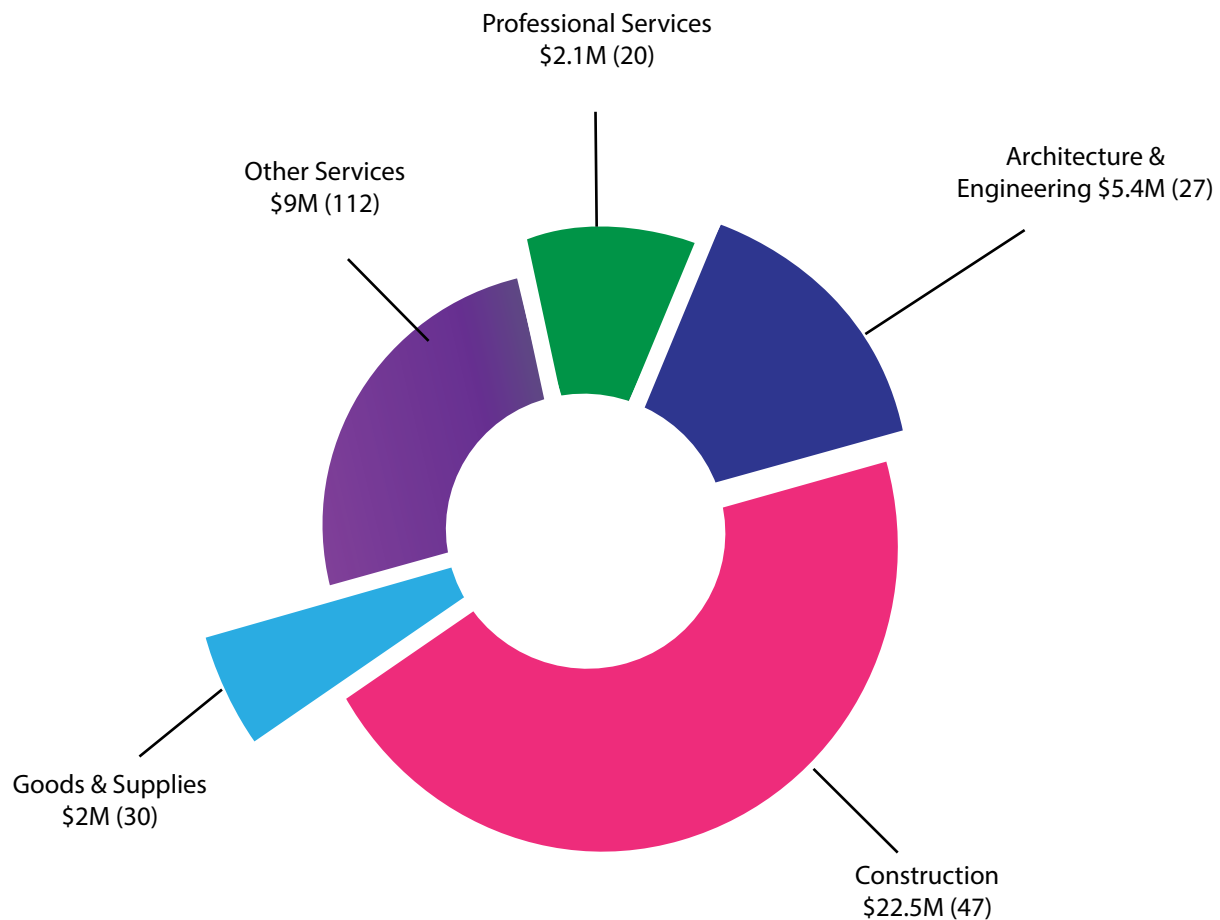
¹ For the Construction and Goods & Supplies categories, the City must follow State bidding laws, and award contracts to the lowest responsive, responsible bidder. This can limit the City's ability in contracting with minority/women-owned businesses.

APPENDIX | A

MWSBE UTILIZATION ANALYSIS

CITYWIDE DIRECT PRIME DISCRETIONARY SPEND WITH CITY CERTIFIED MWSBEs BY WORK CATEGORY

In FY2016, the City recorded direct spending with 236 city certified MWSBEs totaling \$41,048,305. The graph below reflects a breakdown of this spending by Work Category, both by the amount spent with certified MWSBEs, and the number of MWSBEs in each Work Category.



CITYWIDE DIRECT PRIME DISCRETIONARY SPEND WITH CITY CERTIFIED MWSBEs BY RACE, ETHNICITY AND GENDER

The table below highlights city certified MWSBE spend by ownership category. SBE certified non-minority males achieved the highest spend with \$26,960,010.

OWNERSHIP CATEGORY	# OF FIRMS	TOTAL MWSBE DOLLARS SPENT (\$)
African-American	37	\$4,443,145
Asian American	2	\$568,301
Hispanic / Latino	9	\$1,313,818
Native American	2	\$706,853
Non-Minority Female	42	\$7,056,178
Non-Minority Male	144	\$26,960,010
CITYWIDE TOTAL	236	\$41,048,305

CITYWIDE DIRECT DISCRETIONARY SPEND WITH MINORITY AND WOMAN-OWNED BUSINESSES

Citywide direct discretionary spending in FY2016 totaled \$315,393,032. Of this amount, \$31,674,532 (10.04%) was spent with 463 minority and women-owned businesses that may or may not be certified with the City of Charlotte.

The following table represents a breakdown of the \$31,674,532 by ownership category. The largest category utilized was Non-Minority Female firms, followed by African-American owned firms.

OWNERSHIP CATEGORY	# OF FIRMS	TOTAL CITYWIDE DOLLARS SPENT (\$)	TOTAL CITYWIDE DOLLARS SPENT (%)
African American	112	\$6,047,923	19.0%
Asian American	30	\$2,519,532	7.95%
Hispanic / Latino	33	\$2,986,754	9.43%
Native American	13	\$2,746,896	8.67%
Non-Minority Female	275	\$17,373,427	54.85%
CITYWIDE TOTAL	463	\$31,674,532	

CONSTRUCTION SUBCONTRACTOR SPEND WITH CITY CERTIFIED MWSBES

In FY2016, a total of 212 City-certified MWSBEs participated as subcontractors on active City-funded construction projects. Prime Contractors reported spending on these projects totaled \$44,525,441. Of this amount, \$22,957,843 or 52% was paid to City-certified MWSBEs.

DEPARTMENT	TOTAL SUBCONTRACTOR SPEND (\$)	TOTAL MWSBE SPEND (\$)	UTILIZATION SPEND (%)
Aviation	\$12,332,493	\$4,945,947	40%
Charlotte Dept. of Transportation	\$64,434	\$42,748	66%
Charlotte Water	\$15,855,737	\$4,522,080	29%
Engineering & Property Management	\$16,272,777	\$13,447,068	83%
TOTAL	\$44,525,441	\$22,957,843	52%

CONSTRUCTION SUBCONTRACTOR SPEND WITH MINORITY AND WOMEN-OWNED BUSINESSES

In FY2016, Prime contractors reported subcontractor spending on City-funded construction projects totaling \$44,525,441. Of this amount, \$20,541,633 (48.91%) was spent with 131 minority and women-owned businesses that may or may not be certified with the City of Charlotte.

The following table reflects the breakdown of the \$20,541,633 spent with minority and women owned subcontractors by ownership category.

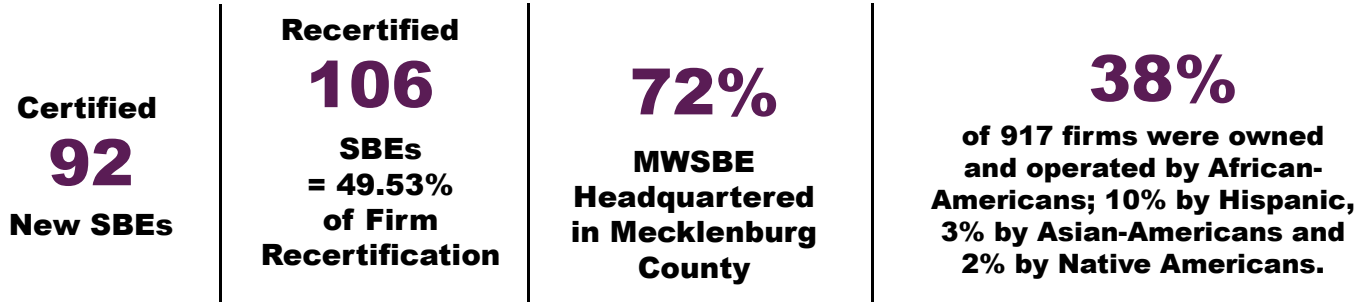
OWNERSHIP CATEGORY	DISPARITY TARGET	Minority/Women Total Spend (%)	Minority/Women Total Spend (\$)
African-American	11.73%	11.36%	\$4,772,344
Asian American	0.56%	2.34%	\$981,725
Hispanic / Latino	7.82%	10.82%	\$4,543,785
Native American	1.68%	0.49%	\$204,359
Non-Minority Female	19.71%	23.90%	\$10,039,420
TOTAL		48.91%	\$20,541,633

APPENDIX | B

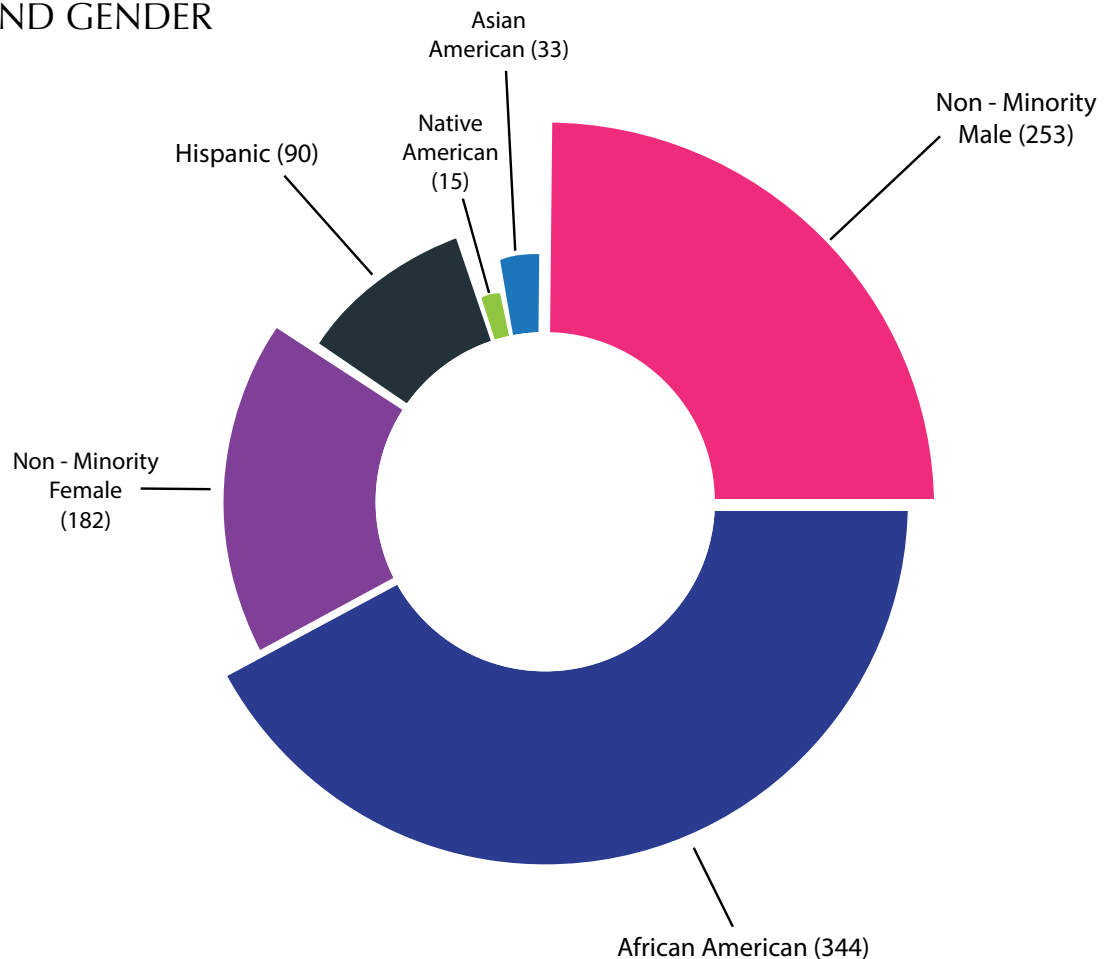
MWSBE CERTIFICATION

Certification is an important part of the city's efforts to increase Minority Women Small Business Enterprise (MWSBE) utilization on city contracts.

The CBI Office ended FY2016 with a total of 915 MWSBEs in its database. This represents a 4% increase the same period last year. Following are key certification highlights achieved by the CBI Office during FY2016:



CERTIFIED MWSBES BY RACE, ETHNICITY, AND GENDER

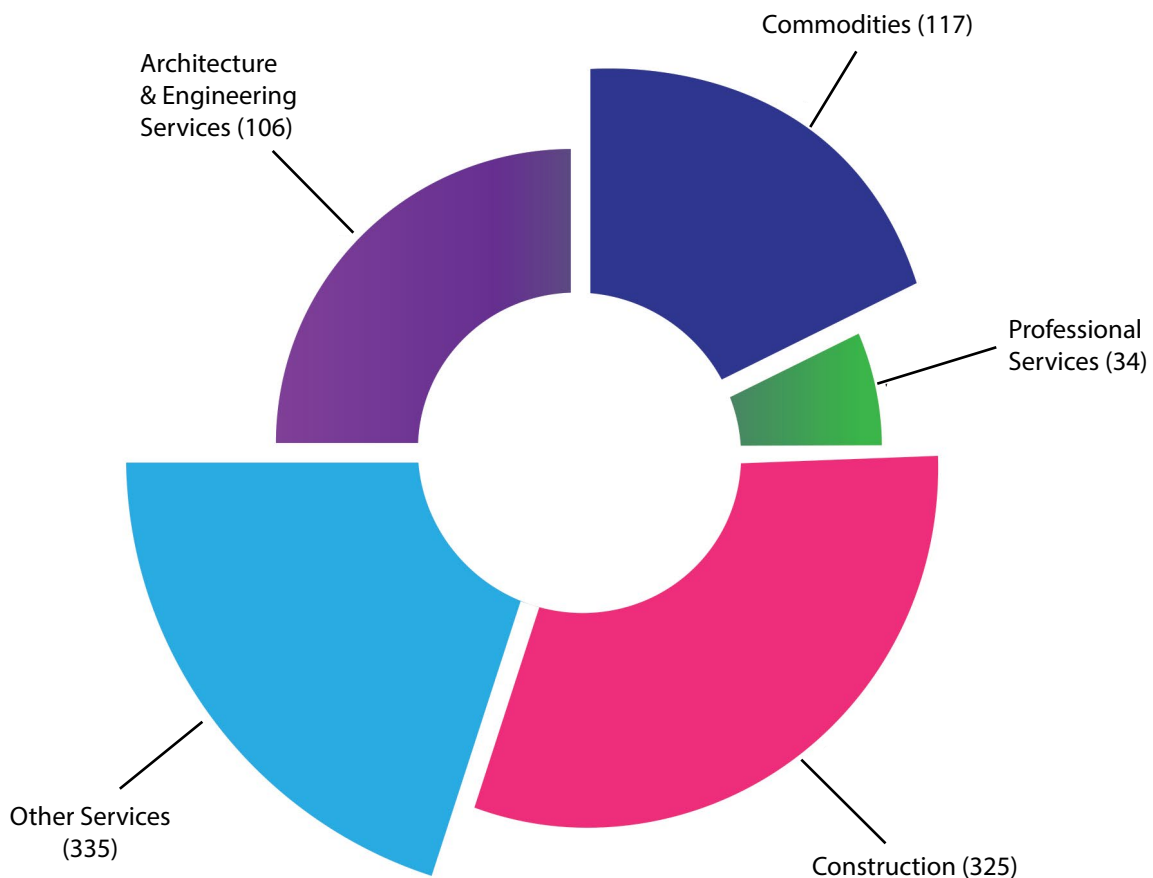


MWSBE CERTIFICATION

Of the 917 MWSBE firms, the largest number of firms were certified to perform work in the other services work category, such as automotive repair and maintenance and equipment and machinery repairing, followed by 35% in construction, 13% in goods and commodities, 12% in architecture & engineering services (AES), and 4% in professional services.

TOTAL CERTIFIED MWSBES BY WORK CATEGORY

WORK CATEGORIES



TOTAL CERTIFIED MWSBES BY CSA -COUNTIES

FY 2016 CERTIFIED	# OF FIRMS	TOTAL CERTIFIED AT JUNE 30, 2016
Mecklenburg	68	706
Union	11	51
Gaston	4	47
Cabarrus	4	45
York	3	27
Lincoln	0	13
Iredell	0	11
Stanly	0	5
Rowan	1	5
Anson	0	4
Lancaster	1	2
Cleveland	0	1
Chester	0	0
County CSA TOTAL	92	917

CBI continues to aggressively work and collaborate with our internal and external stakeholders to identify, recruit and certify MWSBEs in the thirteen county CSA. We conducted eleven (11) certification events designed specifically to recruit MWSBEs. We also participated in numerous other small business related activities designed to enhance their awareness of the features and benefits of becoming a city certified vendor.

The following are the benefits experienced by firms certified with the City of Charlotte:

- Certified firms are listed in the city's vendor database.
- Increased visibility and notification of city contracting and subcontracting opportunities.
- Free workshops, seminars, and networking events.
- Opportunities to build relationships and network with Prime Contractors and City Procurement Staff.
- Access to fixed asset and working capital loans.

CBI's recruitment and outreach efforts yielded a 4% net increase in MWSBEs when compared to FY2015.

NOTES

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